

ECONOMIC DEVELOPMENT OBJECTIVES

Objective #1:

To cultivate a supportive environment for business, with particular emphasis on small, women and minority-owned businesses.

The Department will continue its support of Cambridge small business by contracting with non-profit organizations and other contractors to provide pre-business and business development educational services for low and low-moderate income micro businesses through workshops, seminars, class series and in- store consultations.

In FY 2005 the City expects **80** income eligible micro-enterprises to be served through workshops, classes and in-store consultations conducted by sub-recipients and/or contractors. Of these clients, 20 will participate in the Center for Women Enterprise's (CWE) Financial Literacy Program, 48 will be served through workshops, classes and seminars and 12 served through the Best Retail Practices Program (BRP). Eight (8) of the BRP clients will receive in-store consultations, and approximately 6 of the 8 will receive 80/20% Matching Grants of up to \$5,000 to assist with substantive interior renovations and marketing improvements to their businesses.

Of the 80 income-eligible micro-enterprises to be served, 76 will be individuals and/or businesses located within the Neighborhood Revitalization Strategy area. 20 individuals will be served through the Financial Literacy Program; 48 will be individuals served through seminars and workshops and 6 businesses will be served through the Best Retail Practices program.

Expected Resources:

- ***Federal Funds***
Community Development Block Grant
Prior year CDBG funds
- ***Local Funds***
Local Taxes
- ***Private Funds***
Local and Regional Banks
Sponsorship
Business Owners
Other

Strategies and Resources:

- **Best Retail Practices Program:** This program was established in September 2001 to assist low-mod income micro-enterprise independent retail and restaurant owners to boost their sales, grow their businesses with a goal of hiring additional low-mod income employees. The program provides participants with expert advice on improving the interior design of their establishments and developing better marketing plans. Additionally, the program provides small matching grants of up to \$5,000 to assist low-income storeowners make substantive interior renovations as suggested by the design and marketing consultant. The three-month program will run two times during FY05.
- **Small Business Planning Series:** The Business Planning Workshop Series will help clientele learn to prepare and understand the essential elements of a business plan.
- **Community Development Block Grant Program:** The City of Cambridge is an entitlement City that annually receives a direct allocation of CDBG funds that can be used to fund a variety of activities, which includes economic development, design and construction oversight of parks, playground renovations, housing services, and housing development. Cambridge expects to receive \$3,817,000 in CDBG funds for FY2005.
- **Local Property Tax:** Staff salaries and overhead expenses are paid in part through the City of Cambridge local property taxes. In addition, taxes augment the Best Retail Program, enabling the inclusion of clientele that are ineligible for Block Grant funding. The total number of clientele to receive services through the Best Retail Program for FY 2005 will be 35.
- **Financial Literacy Training:** This program is designed as a pre-development, pre-entrepreneurship program for residents of the NRS area. The FY '05 goals of the Contractor will be to reach and serve residents who may have an interest in micro-enterprise as an alternative or supplement to employment; to teach clients about financial resources and money management and to identify candidates for the Contractor's existing programs that help entrepreneurs plan for and start businesses. The Contractor will initially offer a series of workshops on financial basics and move toward helping interested clients prepare for entrepreneurship. Based on clientele needs and interest, the six (6) initial workshops will cover topics such as basic banking; budgeting and meeting financial goals, including saving to open a business; investments and credit and credit repair. This course will be followed by two (2), 3-hour workshops, one on understanding and developing business financials and the second on learning how to prepare to get a business loan.

Outreach and marketing activities will include the Contractor developing partnerships with other local agencies to help identify residents or micro-business owners needing financial literacy training; door-to-door program flyering in the

NRS area, web-based advertising, notices to community calendars in local and area newspapers, and public service announcements on local cable TV and radio stations.

- **Getting Started In Business:** This seminar introduces aspiring entrepreneurs to the fundamentals of launching a business.
- **Business Basics for the Family Childcare Provider:** Clientele learn to prepare a business concept statement, to define their target value and target market, to produce simple marketing materials including a brochure and business cards; clientele learn to establish contractual materials related to the services offered and incorporate them into a parent handbook; clientele learn the basics of business and personal financial planning. The program will serve only income eligible, family day care micro-enterprise owners. Classes are run in conjunction with the Child Care Resource Center in Cambridge and held at that facility.

Outreach and marketing activities include a partnership with Child Care Resource Center, Inc., Cambridge, to offer the course to graduates of a family childcare program, notices to community calendars in local and area newspapers, and public service announcements on local cable TV and radio stations.

Objective #2:

Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers including support for training of low and low-moderate Cambridge residents for jobs in the bio-medical and healthcare industries.

This Objective was designed specifically for the City's Neighborhood Revitalization Strategy and serves NRS area residents exclusively.

Number of NRS residents to be Served:

In FY05, the goal of the Biomedical Program is to train 5 to 7 residents from the NRS area. The Program has a one-year cycle comprised of recruitment, 9 months of training and job placement.

The HealthCare Program goal is to graduate all 22 participants in the program and to successfully place them in higher positions than they previously held within the Cambridge Health Alliance network.

Expected Resources:

- ***Federal Funds***
CDBG funds
State Taxes
- ***Local Funds***
Local Taxes
- ***Private Funds***
Polaroid/Boston Foundation
Individual Training Accounts
Harvard University
Gamble Fund/Cambridge Community Foundation

Strategies and Resources:

- **Biomedical Program – Just A Start Corporation**
The Biomedical Program will build upon the Cambridge Biomedical Careers Program (CBCP) operated by a local non-profit, Just A Start Corporation, expanding training opportunities for residents of the City's NRS area. CBCP qualifies program graduates for entry-level jobs in the biomedical field and in local biotechnology companies. To qualify for the Biomedical Program, a participant must be a resident of the City's NRS area.

Just A Start will track the outcome of these trainings to the participants served using Outcome Measurements below. The tracking will consist of maintaining

case files on participants with academic and lab skills test scores, career planning activities, tutoring activities and job placement efforts, as well as follow-up phone calls to participants and employers regarding participants' assimilation and job performance, after the participant is placed in a job.

The program consists of nine months of academic classes, laboratory training, job-readiness classes, and counseling followed by job placement assistance. The program includes college level classes and tutoring in biology, chemistry, biochemistry, medical terminology, computers, and laboratory techniques. Classes are held at JAS and Bunker Hill Community College (BHCC), locations close to public transportation and easily accessible to the NRS participants. Graduates are eligible for up to 18 college credits for BHCC and upon fulfillment of all requirements, receive a certificate from JAS and BHCC. The program runs once per calendar year.

In addition, career planning and job placement are an integral part of the program. Since the program began, forty-four area companies have hired almost 107 graduates as employees, temps, or interns. Job titles of graduates have included the following:

Laboratory Technician, Research Assistant, Animal Care Technician, Manufacturing Technician, Quality Control Technician, Process Technician, Purification Technician, Phlebotomist, Medical Assistant, and Pipette/Glass Cleaner.

The curriculum is constantly being evaluated by JAS and experts in the biomedical field to ensure its relevancy to real world application.

- **Community Development Block Grant Program:** As an entitlement city, Cambridge annually receives a direct allocation of CDBG funds that can be used to fund a variety of activities, which includes economic development, design and construction oversight of parks, playground renovations, housing services, and housing development. Cambridge expects to receive \$3,817,000 in CDBG funds for FY2005.
- **Local Property Tax:** Staff salaries and overhead expenses are paid in part through the City of Cambridge local property taxes.

- **Health Care Program: Cambridge Health Alliance**

The Cambridge Health Alliance is a regional health care system comprised of three hospitals, more than 20 primary care sites, the Cambridge Public Health Department and Network Health, a statewide managed Medicaid health plan.

The Cambridge Healthcare Career Advancement Program has been contracted to provide training services for NRS residents. The Alliance has identified and has begun training for 22 existing Cambridge Health Alliance (Alliance) employees from the NRS area so that they could advance into higher-level positions earning higher salaries. This a 2-year program that consists of three program levels. At Level I, participants take basic English and Math classes including English as a Second Language if necessary. Level II consists of higher-level math, reading and writing classes. At Level III, participants take college level math, writing and science courses. Also at Level III, participants identify individual areas of interests and begin taking appropriate classes leading to a certification in their chosen area.

The goals of the program include education and training to incumbent workers residing in the NRS area, offering enhance opportunities for job advancement and economic self-sufficiency, providing training for medical certificates and providing the educational background to prepare incumbent workers to enter into degree granting programs. Employees currently working at the lowest entry-level jobs are being trained to enter professions in the key shortage areas such as laboratory technicians, nursing, occupational therapy, pharmacy, physical therapy and radiological sciences.

The program will be evaluated twice annually. Since the program began, two program participants have enrolled into degree granting programs in nursing.